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Research Memorandum 77-7



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**REPORT OF EXERCISE OBSERVATIONS:
OPERATIONAL READINESS TRAINING
TESTS (ORTT)**

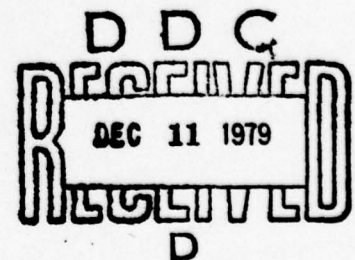
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Research Memorandum 77-7

(6) REPORT OF EXERCISE OBSERVATIONS:
OPERATIONAL READINESS TRAINING
TESTS (ORTT)

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REPORT OF EXERCISE OBSERVATIONS: OPERATIONAL READINESS TRAINING TESTS (ORTT)

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REPORT OF EXERCISE OBSERVATIONS:
OPERATIONAL READINESS TRAINING TESTS (ORTT)

BACKGROUND AND PURPOSE

During a two-month period in Spring 1975, the USAREUR 8th Infantry Division (8ID) conducted battalion Operational Readiness Training Tests (ORTT) at the Hohenfels Federal Republic of Germany Major Training Area. The ORTT, as implemented by the 8ID, was a controlled realtime field exercise designed to provide realistic training and performance evaluation at task force level. The ORTTs introduced 11 maneuver battalions, which had been task-organized into mech-armor task forces, to a four-day maneuver. Aspects of the ORTT included a tactical road march, defense, delay, passage of lines, and an attack and exploitation. Aggressor forces consisted of a reinforced armored cavalry troop. Commanders and their staffs were permitted to make decisions concerning the organization and operations of subordinate elements, weapons selection, use of terrain, and combat service support. Controllers and evaluators were employed down to platoon level.

Army Training and Evaluation Program (ARTEP)* standards were used where possible as the basis for performance evaluation. Evaluator judgment was used to assess casualties and unit performance. There was no ranking of tested battalions; instead, ratings of Combat Ready or Not Combat Ready were awarded, based upon the tested battalion's ability to (1) carry out its mission, and (2) plan and prepare for combat service support during sustained combat operations. Personnel of the Field Unit-USAREUR of the Army Research Institute for the Behavioral and Social Sciences (ARI) assisted in evaluating the ORTT program at the request of the division commander.**

The present Research Memorandum details the evaluation activities and recommendations of the ARI Field Unit-USAREUR concerning the battalion ORTTs conducted during the period.

*Army Training and Evaluation Program (ARTEP), for Mechanized Infantry Battalion and Combined Arms Task Force. (7-45), July 1974.

Army Training and Evaluation Program (ARTEP), for Tank Battalion and Combined Arms Task Force. (17-35), August 1975.

**At the time the project took place Dr. Douglas S. Holmes, was Chief of the ARI Field Unit in USAREUR and Harold S. Strasel was the Unit Training Work Unit Leader.

METHOD

ARI Field Unit-USAREUR participation included a review of the ORTT scenario with its authors, monitoring of a three-day evaluator training course conducted at Hohenfels by 8ID personnel, and detailed observation of the evaluation of the performance of two battalions--one Infantry, one Armor. Opinion surveys were also administered to personnel from four other battalions--three armor, one infantry.

OBSERVATIONS

Two ARI scientists accompanied task force elements through each segment of the maneuver. Normally, one of the scientists rode with the aggressor force, the other with the friendly force. Reactions to scenario execution, player performance, and evaluator operating techniques were documented by portable tape recorder. Included were comments of the scientists and interviews with evaluator and controller personnel. Observational data were also documented by tape recorder.

QUESTIONNAIRES

A principal objective of the ORTT was to provide the participant with a sense of tactical realism, a sense of involvement, and a sense of being adequately tested. The ORTT staff was very interested in the way their exercise was being perceived by members of the units tested. This concern led staff members to solicit perceptions and suggestions for improving the ORTT, from tested unit personnel on an informal basis. Obviously, very few people could be canvassed using this procedure. Understanding the desire of ORTT staff members to receive feedback, ARI Field Unit-USAREUR scientists recommended to the Test Director that an opinion questionnaire be developed and used systematically to sample tested unit perceptions, feelings, and suggestions. Upon concurrence by the Test Director, ARI developed two similar questionnaires. The initial questionnaire was used early in the ORTT to sample opinions. The latter, an expanded version of the initial questionnaire, incorporated questions developed among the ORTT staff and ARI scientists from opinion data collected using the initial instrument during the first two iterations of the exercise scenario. A summary of data from these two questionnaires is contained in the following paragraphs and in Appendix A and Appendix B. Units who administered the initial or expanded questionnaires, or both, were selected by the military Test Director. Based on observations of other tested units, ARI has no reason to suspect that questionnaire data collected among the one infantry and three armor battalions discussed below are not representative of all 8th Infantry Division units who went through the ORTT.

INITIAL QUESTIONNAIRE

The initial questionnaire (Appendix A, Part I) was administered to troops sampled from two armor battalions immediately after each unit had completed the exercise, but prior to their critique by the controller/evaluator staff. A total of 110 officers and enlisted men from the two units completed the questionnaire. This total included 31 E1 - E4s, E5 - E9s, and 22 O1 - O5s. Response tabulations are presented in Appendix A, Part 2.

EXPANDED QUESTIONNAIRE

Information gathered by the initial questionnaire, and an increased interest among ORTT staff members in having such data, led to the development of an expanded survey instrument. This latter questionnaire was designed to test several suppositions developed among controller/evaluator personnel and ARI scientists early in the ORTTs, concerning player reactions to the exercise, especially reactions to the four major maneuvers conducted (road march, defense, delay, and attack).

The first 15 items of the expanded questionnaire were administered to 367 officers and enlisted men of one armor battalion prior to that unit's participation in the ORTT. This group included 29 O1 - O5s, 139 E5 - E9s, and 199 E1 - E4s. The entire expanded questionnaire (51 items) was administered to 142 officers and enlisted men of the above-mentioned battalion, and to 351 officers and enlisted men of one infantry battalion. The questionnaire was administered immediately after each unit had completed the exercise, but prior to their critique by the controller/evaluator staff. This sample included 17 O1 - O5s, 36 E5 - E9s, and 89 E1 - E4s from the armor unit, and 27 O1 - O5s, 122 E5 - E9s, and 202 E1 - E4s from the infantry unit.

The 493 officers and enlisted men of the battalions mentioned above were administered the entire expanded questionnaire (Appendix B, Part I). Respondents included 291 E1 - E4s, 158 E5 - E9s, and 44 O1 - O5s. Thirty enlisted and 13 officer MOSs were represented among the respondents. Sixty-three percent participated in the ORTT in follower roles, 26% in command or line roles, and 11% in staff roles. Responses on questionnaire items 6 thru 50 were tabulated by enlisted, NCO, and officer groups per above, (Appendix B, Part II). To facilitate discussion, items are grouped by characteristic of interest rather than being listed in the order in which they appeared in the questionnaire.

RESULTS

INITIAL QUESTIONNAIRE

Respondents' evaluations, as reflected by their responses to the initial questionnaire, are presented below with respect to: (1) the extent to which they were adequately tested and involved in the ORTT, (2) the value of the ORTT as a training experience, (3) the realism of ORTT aggressor play, and (4) relative evaluations of the four ORTT maneuvers. One-sample chi square tests were computed for E1 - E4, E5 - E9, and O1 - O5 groups on each of the questionnaire items, and serve as the basis for the data summary. Response distributions achieving statistical significance at the .05 level are marked by an asterisk (*). No statements can be made about groups whose responses did not reach significance, since apparent differences could be due to chance factors only.

Results indicate that a majority of the O1 - O5 group felt personally involved in the ORTT, felt adequately tested by it, and evaluated it favorably. A majority of the O1 - O5 group evaluated the Attack and Delay-Assembly maneuvers as more valuable training devices than the other two maneuvers.

A majority of the E5 - E9 group evaluated the ORTT favorably as a personal and unit training device and felt that the aggressor activity in the exercise was realistic.

None of the item responses for the E1 - E4 group reached statistical significance.

Responses on individual items for the three groups follow.

Adequacy of the ORTT as Training.

A majority of the E5 - E9 and O1 - O5 respondents considered the exercise a superior personal and unit training experience (Items 3 and 4):

Item 3. Compared with other field exercises you have been on, how does the ORTT stack up as a personal training experience?

	<u>(E1 - E4)</u>	<u>(E5 - E9)*</u>	<u>(01 - 05)*</u>
Much worse or worse	35%	23%	-
About the same	30%	15%	14%
Better or much better	35%	62%	86%

Item 4. Compared with other field exercises, how does the ORTT stack up as a unit training experience?

	<u>(E1 - E4)</u>	<u>(E5 - E9)*</u>	<u>(01 - 05)*</u>
Much worse or worse	16%	16%	05%
About the same	42%	24%	14%
Better or much better	42%	60%	81%

Personal Involvement.

A majority of 01 - 05s felt they were being adequately tested and really being involved in the exercise. (Items 6 and 8):

Item 6. To what extent do you feel the exercise demanded your best efforts and really tested what you are capable of doing?

	<u>(E1 - E4)</u>	<u>(E5 - E9)</u>	<u>(01 - 05)*</u>
Very little or little extent	29%	23%	-
To some extent	45%	28%	27%
Great or very great extent	26%	49%	73%

Item 8. To what extent did you feel personally involved in the action of the ORTTs?

	<u>(E1 - E4)</u>	<u>(E5 - E9)</u>	<u>(01 - 05)*</u>
Very little or little extent	36%	23%	05%
To some extent	32%	29%	18%
Great or very great extent	32%	48%	77%

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Realistic Quality of the ORTT.

A majority of E5 - E9 and O1 - O5 task force members felt that realism or aggressor play was mostly OK/very good.

Item 9. Did you feel the aggressor activity of the exercise was realistic enough to make it a good training experience?

	<u>(E1 - E4)</u>	<u>(E5 - E9)*</u>	<u>(O1 - O5)*</u>
Definitely not	24%	25%	18%
Mostly O.K.	47%	57%	59%
Very good realism	29%	18%	23%

Relative Value of Maneuvers.

O1 - O5 task force members favored "Delay" and "Attack" when asked to evaluate the relative training value of the four basic maneuvers engaged during the exercise.

Item 10. What part of the exercise was most valuable to you as training?

	<u>(E1 - E4)</u>	<u>(E5 - E9)</u>	<u>(O1 - O5)*</u>
Tactical March	13%	10%	10%
Defensive Play	19%	29%	05%
Delay and Assembly	31%	29%	45%
Attack	37%	32%	40%

Suggestions.

Suggestions most frequently received from respondents under Item 12, Remarks, were as follows: (1) increase aggressor play to enhance the realism of the exercise (26); (2) make available more blank ammunition, simulators, Hoffman devices, etc., to increase participant feeling of involvement (21); (3) provide better battalion staff training prior to the exercise to promote confidence in battalion leadership among the lower ranking enlisted men and officers (11); (4) provide more feedback to all participants concerning their performances after each event (14); and (5) make more artillery and Tac Air support available to the task force (12).

EXPANDED QUESTIONNAIRE

Appendix B contains the questionnaire and tabulations of data collected from personnel of the two battalions. Following is a discussion of participant opinions expressed in the expanded questionnaire.

RESPONSES TO PRE-POST ORTT QUESTIONNAIRE

Pre-Post ORTT comparison data collected from the armor unit personnel, who were administered both questionnaires, one before and one after the maneuver, on 10 of the first 15 items (excluding demographic items), are summarized briefly here. Of interest is the change in perceptions which occurred among unit personnel as a function of participating in the ORTT. Comparisons of pre- and post-ORTT mean scores on each questionnaire item were computed using t tests for independent samples. Results of these statistical comparisons serve as the basis for the discussion that follows. Difference scores achieving statistical significance at the .05 level are so labeled.

Only three of the 10 items indicate a pre-post difference. Opinions concerning the ORTT as a test of "your skills as a soldier" became slightly more favorable (Item 13). Expectations concerning being watched and being kept informed during the ORTT decreased (Items 7 and 12). Results on each of the 10 items follow.

The ORTT as Training Experience.

Personnel rated the ORTT slightly above average as a unit training experience and guide to future unit training prior to the exercise (Items 10 and 14). These perceptions were not affected by the ORTT experience. Personnel rated the ORTT slightly below average as an individual training device and guide for future individual training prior to the exercise. These opinions were not affected by the ORTT experience (Items 6 and 8).

Item 10. To what extent do you expect your unit's future training to be affected by this ORTT?

	<u>Pre-ORTT</u>	<u>Post-ORTT</u>	<u>Difference</u>
Not at all or little extent	25%	27%	
Some extent	36%	26%	
Great or very great extent	39%	47%	Not
Average (Scale 1 - 5)	3.11	3.20	Significant

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Item 14. To what extent does a battalion ORTT train your unit to perform in combat?

	<u>Pre-ORTT</u>	<u>Post-ORTT</u>	<u>Difference</u>
Don't know or little extent	22%	19%	
Some extent	35%	34%	
Great or very great extent	43%	47%	Not
Average (Scale 1 - 5)	3.18	3.31	Significant

Item 8. To what extent does a battalion ORTT train you in your job as a soldier?

	<u>Pre-ORTT</u>	<u>Post-ORTT</u>	<u>Difference</u>
Don't know or little extent	34%	29%	
Some extent	33%	34%	
Great or very great extent	33%	37%	Not
Average (Scale 1 - 5)	2.93	3.03	Significant

Item 6. To what extent do you expect your future training as a soldier to be affected by this ORTT?

	<u>Pre-ORTT</u>	<u>Post-ORTT</u>	<u>Difference</u>
Not at all or little extent	34%	35%	
Some extent	37%	38%	
Great or very great extent	29%	28%	Not
Average (Scale 1 - 5)	2.86	2.77	Significant

Combat Readiness.

Pre-ORTT responses suggest that the armor personnel surveyed considered themselves fairly well trained as individuals, a perception unaltered by the ORTT experience (Item 11). Unit combat readiness was perceived as being average, a perception that was sustained by the exercise (Item 15). Personnel of this unit rated the ORTT above average in its ability to test their unit's combat performance. The exercise did not alter these perceptions (Item 9). Respondents felt, prior to the ORTT, that it tested soldier skills to some extent; their opinions became more positive by the conclusion of the ORTT (Item 13).

Item 11. How well-trained do you think you are to perform your job in combat?

	<u>Pre-ORTT</u>	<u>Post-ORTT</u>	<u>Difference</u>
Don't know or poorly trained	16%	16%	
Marginally trained	15%	17%	
Fairly well-/very well-trained	69%	67%	Not
Average (Scale 1 - 5)	3.76	3.69	Significant

Item 15. To what extent do you think your unit is combat-ready?

	<u>Pre-ORTT</u>	<u>Post-ORTT</u>	<u>Difference</u>
Not at all or little extent	26%	25%	
Some extent	38%	42%	
Great or very great extent	36%	33%	Not
Average (Scale 1 - 5)	3.01	3.04	Significant

Item 9. To what extent does a battalion ORTT test your unit's ability to perform in combat?

	<u>Pre-ORTT</u>	<u>Post-ORTT</u>	<u>Difference</u>
Don't know or little extent	21%	13%	
Some extent	30%	38%	
Great or very great extent	49%	49%	Not
Average (Scale 1 - 5)	3.30	3.39	Significant

Item 13. To what extent does the battalion ORTT test your skills as a soldier?

	<u>Pre-ORTT</u>	<u>Post-ORTT</u>	<u>Difference</u>
Don't know or little extent	30%	24%	
Some extent	31%	31%	
Great or very great extent	39%	45%	Significant
Average (Scale 1 - 5)	3.03	3.25	at .05 level

Personal Involvement.

Consideration given to feelings of being personally involved in the exercise was represented by two items (7 and 12). The armor personnel respondents did not have their expectations met concerning the degree to which they would be personally evaluated during the ORTT, nor did they receive information about what was going on to the extent they expected.

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Item 7. To what extent can you expect the evaluators to be watching you during a battalion ORTT?

	<u>Pre-ORTT</u>	<u>Post-ORTT</u>	<u>Difference</u>
Not at all or little extent	21%	36%	
Some extent	42%	32%	
Great or very great extent	<u>37%</u>	<u>32%</u>	Significant
Average (Scale 1 - 5)	3.18	2.95	at .05 level

Item 12. To what extent can you expect to be kept informed about what's going on during a battalion ORTT?

	<u>Pre-ORTT</u>	<u>Post-ORTT</u>	<u>Difference</u>
Not at all or little extent	29%	34%	
Some extent	32%	35%	
Great or very great extent	<u>39%</u>	<u>31%</u>	Significant
Average (Scale 1 - 5)	3.09	2.91	at .05 level

RESPONSES TO POST-ORTT QUESTIONNAIRE

Response distributions on selected items on the Post-ORTT Questionnaire indicate the following participant reactions to the ORTT:

Lower-ranking enlisted men (E1 - E4) responded negatively (mean less than 3.00) on 37 of the 45 items tabulated. E5 - E9 and O1 - O5 groups responded negatively on 7 of 45 and on 1 of 45 items, respectively. Mean score comparisons by t tests for independent samples indicate that respondents rated the ORTT higher as a unit training/testing experience (Items 9 and 14) than they did as an individual training/testing experience (Items 8, 25, 33, 41, 49 and Items 7, 13, 24, 32, 40 and 48, respectively). Respondents also considered the ORTT a better individual and unit training opportunity than other exercises in which they had participated (Items 16 and 17).

Respondents were asked to express their opinions about eight elements common to each of the four maneuver events (road march, defend, delay, attack). These elements are represented by questionnaire items through 50. Chi square tests were computed for each element cluster, by item response category and by maneuver event. In each case the .05 level of significance was used. Response distributions across the four maneuver events did not differ significantly, indicating no significant difference in the way participants rated the four maneuver events on the following elements:

- 1 Tactical Realism (Items 19, 27, 35, 43)
- 2 Aggressor Play (Items 20, 28, 36, 44)
- 3 Information Dissemination (Items 21, 29, 37, 45)
- 4 Skill Demonstration (Items 22, 30, 38, 46)
- 5 Mission Support (Items 23, 31, 39, 47)

Response distributions for the following elements differed significantly across the four maneuver events and across item options, indicating a change in respondent attitudes in a positive direction for delay and attack maneuvers.

- 6 Evaluation of Exercise (Items 24, 32, 40, 48)
- 7 Value of Exercise (Items 25, 33, 41, 49)
- 8 Enjoyment of the Exercise (Items 26, 34, 42, 50)

Responses on items dealing with individual/unit readiness and impact of the ORTT on future individual/unit training varied with rank (Items 6, 10, 11). Results are based on chi square analyses.

(a) A majority of O1 - O5s rated highly the impact of the ORTT on future individual training (Item 6), the impact of the ORTT on future unit training (Item 10), and individual readiness (Item 11).

(b) A majority of E5 - E9s rated highly the impact of the ORTT future unit training (Item 10) and individual readiness (Item 11).

(c) A majority of E1 - E5s rated highly individual readiness (Item 11).

The adequacy of chow (Item 18) was rated highly by a majority of the O1 - O5 group.

Comments most frequently received from respondents under Item 51 "Remarks" were as follows:

(a) Exercise provided an excellent opportunity for training - 30 respondents.

(b) Exercise was a waste of time - 9 respondents.

(c) Exercise could have utilized troops, especially the lower ranking enlisted men, more effectively - 50 respondents.

(d) Dissemination of information to the tested task force and on down to the troops needs to be improved - 30 respondents.

(e) Exercise should incorporate more aggressor play - 39 respondents.

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(f) Realism of play should be enhanced through increased use of blank ammunition, mines, Hoffman devices, artillery, and improved casualty assessment techniques - 35 respondents.

(g) There should be better preparation of units for participation in the ORTT, especially field training - 16 respondents.

DISCUSSION AND CONCLUSIONS

A major observation made by ARI scientists was that, with respect to combat readiness, the major battalion weaknesses appeared to lie in the areas of staff coordination and reporting. Additional observations, based upon the evaluation of responses to opinion surveys administered to participants, are discussed in detail in this section.

Outlined below are the conclusions arrived at by ARI personnel concerning the battalion ORTTs conducted by the 8ID:

a. It is imperative that the USAREUR battalion task forces have the opportunity to train and be tested as basic self-contained combat units, at least annually, on terrain similar to that over which they will be expected to fight.

b. The ORTT provides the battalion commander, his staff, and subordinate commanders an opportunity to exercise command, control and reporting procedures, as well as use of combat support elements, under realtime conditions, to include logistics planning and execution. This opportunity is not normally provided by garrison map exercises nor by small unit training in the Local Training Area.

c. The ORTT provides the battalion with tactical combined arms training and testing involving the command and control of both mechanized and armor elements, in a realistic setting.

d. Leaders at all levels within the battalion are afforded the opportunity to gain experience concerning the interaction of the various organizational elements and levels of command during combat operations.

e. The ORTT provides the opportunity for effective assessment of the battalion's combat readiness.

RECOMMENDATIONS

Outlined below are specific recommendations developed by ARI scientists for improving the ORTT program. The recommendations are based upon exercise observations, interviews, and questionnaire data.

1. The tactical road march should be conducted cross-country to the maximum extent possible to enhance the tactical training aspects.

2. More aggressor activity, to include guerrilla operations, should be introduced into the exercise to challenge the security and alertness of the tested unit and its individual members.

3. Greater emphasis should be placed upon nuclear, biological, chemical (NBC) activity during the exercise, in view of current aggressor doctrine which assigns to chemical, biological, radiological (CBR) activity an important tactical role.

4. The brigade staff should have an increased role in the tactical play of the exercise, since the battalions will fight under brigade control.

5. Personnel of all participating battalions should be thoroughly briefed concerning the training/testing nature of ORTT, and their own inherent responsibility to monitor the state of training of their own subordinate elements.

6. Performance feedback provided to the participating battalions should be standardized as much as possible, both to avoid oversights and omissions in presenting feedback and to aid in the preparation by battalion elements of subsequent remedial training schedules. This standardization could be facilitated in part by direct feedback by evaluators to individual company commanders and platoon leaders.

7. It should be made clear to the tested battalion commander that not he, but the ORTT test director/chief evaluator has the prerogative of switching back and forth between testing and training modes during the exercise.

8. The battalion commander should be thoroughly briefed on the criteria to be used by the test director/chief evaluator in making training versus testing decisions.

9. Evaluators should be formally briefed at least daily by the battalion officer observed by them, to insure that evaluators are fully aware of the current tactical and support situations, and to provide the evaluator with the means to gauge his assessment of the battalion's performance.

10. Evaluators should be required to remain with the individual being observed, regardless of the tactical situation.

11. There should be an orderly plan for the introduction of officer and NCO casualties into the exercise play.

12. Greater and more systematic use should be made of aggressor forces as the eyes and ears of the evaluator in assessing cover and concealment, camouflage, security, etc.

13. Consideration should be given to greater use of TVT, the SCOPES* and REALTRAIN** techniques as training and evaluation aids during the exercise.

14. Greater emphasis should be placed on the evaluation of soldiers' individual skills and techniques. Required demonstration of a skill by several soldiers within a unit will give the evaluator a more comprehensive evaluation of the unit and will give the soldier a greater sense of participation.

15. Consideration should be given to orderly implementation of the halt-train-practice procedure during the ORTT, as a means of showing tested units their training shortcomings and deficiencies, and letting them correct their errors. Otherwise, units will tend to repeat errors throughout the exercise without an opportunity to learn correct practices. Specific guidelines should be established to govern this procedure, to include criteria for executing a halt, preplanned locations or scenario times for halts, and topic areas governing evaluation status reporting pertaining to Go/No Go criteria.

16. Steps should be taken to establish standards for performance assessment to determine whether, in the opinion of the evaluator, the unit accomplished its mission with sufficient combat power remaining to perform subsequent missions. These steps would include compiling appropriate checklists, defining performance standards and interrelationships, developing alternative casualty assessment techniques, and establishing criteria for awarding pass/fail scores in the various exercise maneuver phases.

*Training Circular 7-2, Squad Combat Operations Exercise (Simulated)--
SCOPES. Fort Benning, GA.: U.S. Army Infantry School, 1973.

**Training Circular 71-5, Tactical Training for Combined Arms Elements--
REALTRAIN. Fort Knox, Ky.: U.S. Army Armor School, January 1975.

17. Procedures should be established for assessing casualties from enemy indirect fire. Since artillery fire historically has inflicted a majority of casualties in combat, it is important that casualty assessments incorporate the effects of indirect fire and of major weapons systems direct fire.

SUMMARY

In the spring of 1975, personnel of the Army Research Institute for the Behavioral and Social Sciences assisted in evaluating the Operational Readiness Training Tests conducted at battalion level by the USAREUR 8th Infantry Division. This assistance was given at the request of the Division commander. The present Research Memorandum details the evaluation procedures, including the questionnaires developed to sample opinions of participants. ARI observations and recommendations are provided concerning the tests and the way they were conducted.

INITIAL ORTT QUESTIONNAIRE DATA

PART I

ARMY RESEARCH INSTITUTE/8TH INFANTRY DIVISION ORTT QUESTIONNAIRE

This questionnaire is designed to help the 8th Division ORTT's staff to improve the design and conduct of the ORTT's. By telling us what you really think about the last four days' exercise you can help shape future Training and Testing exercises.

1. Rank: _____ 2. Task Force position: _____

3. Compared to other field exercises you have been on, how does the ORTT stack up as a personal training experience?
(Circle one)

Much Worse	Worse	About the Same	Better	Much Better
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4. Compared to other field exercises, how does the ORTT stack up as a unit training experience?

Much Worse	Worse	About the Same	Better	Much Better
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5. Specifically, if you have been in Company or Platoon ATT's, is the ORTT a better or worse experience as a training exercise?

Worse	About the Same	Better
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6. To what extent do you feel the exercise demanded your best efforts and really tested what you are capable of doing?

To a Very Little Extent	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent
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7. To what extent do you believe you can now function better in your Army job because of this exercise?

To a Very Little Extent	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent
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8. To what extent did you feel personally involved in the action of the ORTT?

To a Very Little Extent	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent
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9. Did you feel the Aggressor activity of the exercise was realistic enough to make it a good training experience?

Definitely Not	Mostly O.K.	Very Good Realism
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10. What part of the exercise was most valuable to you as training?

Tactical March	Delay and Assembly
Defense Play	Attack

11. Which part did you enjoy most?

Tactical March	Delay and Assembly
Defense Play	Attack

PART II

DISTRIBUTION OF RESPONSES TO INITIAL QUESTIONNAIRE

<u>Item</u>		N	E1 - E4	E5 - E9	01 - 05
1. Rank:		110	31	57	22

		N	Much Worse	Worse	Same	Better	Much Better	Average
3. Comparative personal training experience:		N	1	2	3	4	5	
E1 - E4		31	7%	29%	29%	32%	3%	2.97
E5 - E9		56	9%	8%	14%	39%	20%	3.43
01 - 05		22			14%	41%	45%	4.32

4. Comparative unit training experience:		E1 - E4	31	6%	10%	42%	29%	13%	3.32
		E5 - E9	57	2%	14%	24%	39%	21%	3.63
		01 - 05	22		4%	14%	50%	32%	4.09

5. ORTT versus ATT training experience:		E1 - E4	31	19%		49%		32%	3.42
		E5 - E9	56	21%		47%		32%	3.21
		01 - 05	20	5%		15%		80%	4.50

		N	Very little Extent				Very great Extent	Average	
		N	1	2	3	4	5		
6. Real test of what you can do:		E1 - E4	31	16%	13%	45%	23%	3%	2.84
		E5 - E9	57	11%	12%	28%	35%	14%	3.30
		01 - 05	22			27%	64%	9%	4.18

		Very little extent					Average
		N	1	1	3	4	
7. Function better because of the ORTT:	E1 - E4	31	7%	19%	61%	13%	2.81
	E5 - E9	56	16%	9%	38%	32%	3.02
	01 - 05	22			36%	50%	3.77
8. Personally involved in the ORTT:	E1 - E4	31	19%	16%	32%	26%	2.84
	E5 - E9	56	11%	12%	29%	30%	3.32
	01 - 05	22		5%	18%	41%	4.09

		Definitely Not					Average
		N	1	2	Mostly O.K. 3	4	
9. Realism created by aggressor activity:	E1 - E4	29	24%		48%		3.07
	E5 - E9	53	24%		57%		2.89
	01 - 05	22	18%		59%		3.09

		N	Road March	Defensive Play	Delay	Attack
10. Valuable training:	E1 - E4	31	13%	19%	29%	39%
	E5 - E9	57	10%	32%	32%	26%
	01 - 05	21	9%	5%	43%	43%
11. Enjoy most:	E1 - E4	30	23%	17%	13%	47%
	E5 - E9	54	7%	30%	20%	43%
	01 - 05	20	5%	5%	20%	70%

APPENDIX B

EXPANDED ORTT QUESTIONNAIRE AND DATA

PART I

EXPANDED QUESTIONNAIRE

8TH INFANTRY DIVISION ORTT
OPINION SURVEY

Now that you have completed your battalion ORTT, the 8th Infantry Division is very much interested in your opinions concerning that experience. Your honest responses on the items listed below will assist us in making the battalion ORTT a more meaningful experience for you in the future. Therefore, please give all of your answers careful thought and be totally honest in your replies. Answer each of the items below following the procedure specified. Do not sign your name. Your responses will be held in strictest confidence by the ORTT staff.

1. Your rank? (Circle one)

E1 - E4

E5 - E6

E7 - E9

O1 - O2

O3 - O5

2. Your PMOS? (Specify title and number)

3. Are you working in your PMOS during the ORTT? (Circle one)

YES

NO

4. How long have you been assigned in your present unit? (Circle one)

Less than
1 month1-3
months4-6
months7-12
monthsOver 12
months

5. What kind of job are you performing during the ORTT? (Circle one)

(Soldier)
"Squad member,
etc."(Staff element)
"S1, S2, S3, etc."(Command
element) "Sqd
Ldr, Plt Sgt,
Plt Ldr, Co
Cdr, etc."

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6. To what extent do you expect your future training as a soldier to be affected by this ORTT? (Circle one)

Not at all	To a little extent	To some extent	To a great extent	To a very great extent
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7. To what extent can you expect the evaluators to be watching you during a battalion ORTT. (Circle one)

Not at all	To a little extent	To some extent	To a great extent	To a very great extent
------------	--------------------	----------------	-------------------	------------------------

8. To what extent does a battalion ORTT train you in your job as a soldier? (Circle one)

I don't know	To a little extent	To some extent	To a great extent	To a very great extent
--------------	--------------------	----------------	-------------------	------------------------

9. To what extent does a battalion ORTT test your unit's ability to perform in combat? (Circle one)

I don't know	To a little extent	To some extent	To a great extent	To a very great extent
--------------	--------------------	----------------	-------------------	------------------------

10. To what extent do you expect your unit's future training to be affected by this ORTT? (Circle one)

Not at all	To a little extent	To some extent	To a great extent	To a very great extent
------------	--------------------	----------------	-------------------	------------------------

11. How well trained do you think you are to perform your job in combat? (Circle one)

I don't know	Poorly Trained	Margin-ally Trained	Fairly Well Trained	Very Well Trained
--------------	----------------	---------------------	---------------------	-------------------

12. To what extent can you expect to be kept informed about what's going on during a battalion ORTT? (Circle one)

Not at all	To a little extent	To some extent	To a great extent	To a very great extent
------------	--------------------	----------------	-------------------	------------------------

13. To what extent does a battalion ORTT test your skill as a soldier?
(Circle one)

I don't know	To a little extent	To some extent	To a great extent	To a very great extent
-----------------	--------------------------	----------------------	-------------------------	------------------------------

14. To what extent does a battalion ORTT train your unit to perform in combat? (Circle one)

I don't know	To a little extent	To some extent	To a great extent	To a very great extent
-----------------	--------------------------	----------------------	-------------------------	------------------------------

15. To what extent do you think that your unit is combat ready?
(Circle one)

Not at all	To a little extent	To some extent	To a great extent	To a very great extent
---------------	--------------------------	----------------------	-------------------------	------------------------------

16. Compared with other field exercises you have been on, how did this battalion ORTT stack up as a personal training experience?
(Circle one)

Much worse	Worse	About the same	Better	Much Better better
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17. Compared with other field exercises you have been on, how did this battalion ORTT stack up as a unit training experience? (Circle one)

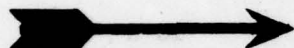
Much worse	Worse	About the same	Better	Much better
---------------	-------	-------------------	--------	----------------

18. Did you receive adequate chow during the ORTT? (Circle one)

Not at all	To a little extent	To some extent	To a great extent	To a very great extent
---------------	--------------------------	----------------------	-------------------------	------------------------------

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ANSWER CATEGORIES FOR
ITEMS 23 THROUGH 54.



Not at all	To a Little Extent	To Some Extent	To a Greater Extent	To a Very Great Extent
------------	-----------------------	-------------------	------------------------	---------------------------

Please answer the following
statement concerning the ROAD
MARCH Phase of the ORTT. (DAY
ONE)

- | | | | | | |
|---------------------------------------------------------------------------------|---|---|---|---|---|
| 19. Was the tactical situation realistic? (Circle one) | 1 | 2 | 3 | 4 | 5 |
| 20. Did the aggressor play keep you on your toes? (Circle one) | 1 | 2 | 3 | 4 | 5 |
| 21. Were you kept informed about the progress of the mission? (Circle one) | 1 | 2 | 3 | 4 | 5 |
| 22. Did you have a chance to demonstrate your skill as a soldier? (Circle one) | 1 | 2 | 3 | 4 | 5 |
| 23. Did you receive adequate support to carry out the mission? (Circle one) | 1 | 2 | 3 | 4 | 5 |
| 24. Did anyone evaluate your own performance? (Circle one) | 1 | 2 | 3 | 4 | 5 |
| 25. Was the ROAD MARCH valuable to you as a training exercise? (Circle one) | 1 | 2 | 3 | 4 | 5 |
| 26. To what extent did you enjoy the ROAD MARCH Phase of the ORTT? (Circle one) | 1 | 2 | 3 | 4 | 5 |

Please answer the following
statements concerning the
DEFEND Phase of the ORTT.
(DAY TWO)

	Not at all	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent
27. Was the tactical situation realistic? (Circle one)	1	2	3	4	5
28. Did the aggressor play keep you on your toes? (Circle one)	1	2	3	4	5
29. Were you kept informed about the progress of the mission? (Circle one)	1	2	3	4	5
30. Did you have a chance to demonstrate your skill as a soldier? (Circle one)	1	2	3	4	5
31. Did you receive adequate support to carry out the mission? (Circle one)	1	2	3	4	5
32. Did anyone evaluate your own performance? (Circle one)	1	2	3	4	5
33. Was the DEFEND Phase valuable to you as a training exercise? (Circle one)	1	2	3	4	5
34. To what extent did you enjoy the DEFEND Phase of the ORTT? (Circle one)	1	2	3	4	5

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Please answer the following
statements concerning the
DELAY Phase of the ORTT.
(DAY THREE)

	Not at all	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent
35. Was the tactical situation realistic? (Circle one)	1	2	3	4	5
36. Did the aggressor play keep you on your toes? (Circle one)	1	2	3	4	5
37. Were you kept informed about the progress of the mission? (Circle one)	1	2	3	4	5
38. Did you have a chance to demonstrate your skill as a soldier? (Circle one)	1	2	3	4	5
39. Did you receive adequate support to carry out the mission? (Circle one)	1	2	3	4	5
40. Did anyone evaluate your own performance? (Circle one)	1	2	3	4	5
41. Was the DELAY Phase valuable to you as a training exercise? (Circle one)	1	2	3	4	5
42. To what extent did you enjoy the DELAY Phase of the ORTT? (Circle one)	1	2	3	4	5

Please answer the following
statements concerning the
ATTACK Phase of the ORTT.
(DAY FOUR)

	Not at All	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent
43. Was the tactical situation realistic? (Circle one)	1	2	3	4	5
44. Did the aggressor play keep you on your toes? (Circle one)	1	2	3	4	5
45. Were you kept informed about the progress of the mission? (Circle one)	1	2	3	4	5
46. Did you have a chance to demonstrate your skill as a soldier? (Circle one)	1	2	3	4	5
47. Did you receive adequate support to carry out the mission? (Circle one)	1	2	3	4	5
48. Did anyone evaluate your own performance? (Circle one)	1	2	3	4	5
49. Was the ATTACK valuable to you as a training exercise? (Circle one)	1	2	3	4	5
50. To what extent did you enjoy the ATTACK Phase of the ORTT? (Circle one)	1	2	3	4	5

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51. **REMARKS:** Enter here comments and recommendations you may have for improving the tactical problem to make it a better training and/or testing exercise.

THANK YOU VERY MUCH FOR YOUR HELP.

PART II

DISTRIBUTION OF RESPONSES TO EXPANDED QUESTIONNAIRE

CHARACTERISTIC OF INTEREST		N	I don't know or not at all					Very great extent	Average
			1	2	3	4	5		
1.	<u>Unit training/testing experience:</u>								
	Training, Item 9	E1 - E4	282	9%	11%	33%	33%	14%	3.33
		E5 - E9	197	2%	7%	28%	42%	21%	3.25
		01 - 05	43	7%	5%	19%	46%	23%	3.79
	Testing, Item 14	E1 - E4	282	9%	11%	36%	34%	10%	3.24
		E5 - E9	157	1%	7%	33%	42%	17%	3.54
		01 - 05	44	4%	14%	27%	30%	25%	3.34
2.	<u>Individual training experience:</u>								
	Item 8	E1 - E4	283	11%	19%	36%	28%	6%	2.99
		E5 - E9	156	2%	15%	36%	37%	10%	3.37
		01 - 05	43	7%	7%	23%	35%	28%	3.70
	Road March, Item 25	E1 - E4	271	23%	21%	25%	23%	8%	2.72
		E5 - E9	152	15%	22%	28%	24%	11%	2.93
		01 - 05	43	21%	14%	39%	14%	12%	2.81
	Defense, Item 33	E1 - E4	274	15%	22%	30%	27%	6%	2.86
		E5 - E9	150	11%	12%	31%	37%	9%	3.16
		01 - 05	42	5%	12%	29%	21%	33%	3.67
	Delay, Item 41	E1 - E4	251	18%	25%	27%	22%	8%	2.75
		E5 - E9	145	10%	15%	31%	33%	11%	3.13
		01 - 05	43	5%	14%	21%	30%	30%	3.44
	Attack, Item 49	E1 - E4	257	16%	22%	27%	24%	11%	2.91
		E5 - E9	142	18%	11%	22%	32%	17%	3.20
		01 - 05	43	7%	5%	32%	19%	37%	3.74
3.	<u>Individual testing experience:</u>								
	Item 7	E1 - E4	282	9%	23%	37%	24%	7%	2.85
		E5 - E9	157	3%	16%	33%	41%	7%	3.32
		01 - 05	43	5%	5%	32%	37%	21%	3.65
	Item 13	E1 - E4	283	9%	19%	35%	29%	8%	3.10
		E5 - E9	155	2%	12%	34%	40%	12%	3.48
		01 - 05	43	7%	2%	26%	35%	30%	3.79
	Road March, Item 24	E1 - E4	268	27%	20%	32%	18%	3%	2.49
		E5 - E9	151	22%	16%	28%	22%	12%	3.13
		01 - 05	42	12%	14%	26%	24%	24%	3.33
	Defense, Item 32	E1 - E4	268	23%	24%	32%	17%	4%	2.54
		E5 - E9	150	20%	14%	32%	25%	9%	2.89
		01 - 05	42	5%	7%	28%	31%	29%	3.48
	Delay, Item 40	E1 - E4	246	24%	24%	32%	15%	5%	2.52
		E5 - E9	144	23%	14%	30%	22%	11%	2.85
		01 - 05	42	7%	14%	31%	22%	26%	3.45

<u>CHARACTERISTIC</u>		N	I don't know or not at all		3	4	Very great extent 5	Average
			1	2				
Attack, Item 48	E1 - E4	254	23%	26%	29%	18%	4%	2.54
	E5 - E9	142	21%	21%	26%	18%	14%	2.84
	01 - 05	43	7%	14%	32%	19%	28%	3.47
4. <u>Demonstrate individual skills:</u>								
Road March, Item 22	E1 - E4	276	15%	22%	35%	20%	8%	2.83
	E5 - E9	152	11%	18%	30%	27%	14%	3.16
	01 - 05	43	5%	9%	30%	35%	21%	3.58
Defense, Item 30	E1 - E4	277	14%	27%	29%	22%	8%	2.83
	E5 - E9	151	11%	19%	29%	31%	10%	3.15
	01 - 05	43	5%	2%	42%	30%	21%	3.37
Delay, Item 38	E1 - E4	252	17%	24%	30%	21%	8%	2.81
	E5 - E9	144	13%	15%	29%	30%	13%	3.16
	01 - 05	42	5%	7%	33%	38%	17%	3.55
Attack, Item 46	E1 - E4	258	17%	25%	28%	21%	9%	2.82
	E5 - E9	142	16%	18%	25%	26%	15%	3.07
	01 - 05	42	10%	7%	33%	19%	31%	3.55
5. <u>Comparative training experience:</u>								
Individual, Item 16	E1 - E4	282	9%	11%	28%	32%	20%	3.43
	E5 - E9	154	3%	14%	24%	32%	27%	3.20
	01 - 05	43	2%	2%	17%	28%	51%	4.23
Unit, Item 17	E1 - E4	281	6%	10%	36%	31%	17%	3.43
	E5 - E9	155	1%	8%	37%	29%	25%	3.59
	01 - 05	44	2%	5%	16%	20%	57%	4.25
6. <u>Tactical realism:</u>								
Road March, Item 19	E1 - E4	277	12%	23%	37%	22%	6%	2.90
	E5 - E9	152	4%	10%	43%	32%	11%	3.44
	01 - 05	43	5%	14%	30%	42%	9%	3.37
Defense, Item 27	E1 - E4	281	12%	20%	41%	21%	6%	2.88
	E5 - E9	151	4%	19%	34%	32%	11%	3.28
	01 - 05	43	5%	7%	30%	44%	14%	3.56
Delay, Item 35	E1 - E4	255	15%	20%	37%	23%	5%	2.81
	E5 - E9	145	5%	14%	36%	34%	11%	3.33
	01 - 05	43	7%	5%	39%	35%	14%	3.44
Attack, Item 43	E1 - E4	261	17%	18%	34%	25%	6%	2.85
	E5 - E9	141	9%	12%	32%	29%	18%	3.38
	01 - 05	43	2%	9%	26%	30%	33%	3.81
7. <u>Aggressor play:</u>								
Road March, Item 20	E1 - E4	273	19%	21%	28%	21%	11%	2.84
	E5 - E9	153	11%	22%	30%	27%	10%	3.03
	01 - 05	43	12%	12%	39%	28%	9%	3.12
Defense, Item 28	E1 - E4	280	15%	23%	28%	24%	10%	2.90
	E5 - E9	150	9%	23%	29%	30%	9%	3.06
	01 - 05	43	5%	14%	30%	32%	19%	3.47

CHARACTERISTIC OF INTEREST		I don't know or not at all					Very great extent	Average
		N	1	2	3	4		
Delay, Item 36	E1 - E4	255	18%	22%	31%	20%	9%	2.79
	E5 - E9	144	5%	20%	30%	33%	12%	3.25
	O1 - O5	42	2%	10%	28%	36%	24%	3.69
Attack, Item 44	E1 - E4	261	16%	23%	28%	22%	11%	2.87
	E5 - E9	142	9%	16%	32%	31%	12%	3.20
	O1 - O5	43	5%	14%	32%	17%	32%	3.58
8. <u>Information dissemination:</u>								
Item 12	E1 - E4	283	14%	21%	37%	20%	8%	2.88
	E5 - E9	156	3%	19%	34%	34%	10%	3.35
	O1 - O5	43	5%	2%	40%	30%	23%	3.42
Road March, Item 21	E1 - E4	277	24%	21%	31%	18%	6%	2.62
	E5 - E9	153	16%	22%	24%	27%	11%	2.94
	O1 - O5	43	7%	9%	30%	33%	21%	3.51
Defense, Item 29	E1 - E4	277	19%	26%	31%	19%	5%	2.66
	E5 - E9	151	15%	23%	25%	28%	9%	2.95
	O1 - O5	41	7%	3%	34%	39%	17%	3.56
Delay, Item 37	E1 - E4	253	22%	20%	34%	18%	6%	2.65
	E5 - E9	144	19%	18%	27%	26%	10%	2.90
	O1 - O5	43	7%	19%	32%	30%	12%	3.21
Attack, Item 45	E1 - E4	260	23%	20%	29%	19%	9%	2.70
	E5 - E9	144	17%	19%	26%	24%	14%	3.06
	O1 - O5	43	5%	12%	37%	21%	25%	3.51
9. <u>Mission support:</u>								
Road March, Item 23	E1 - E4	276	12%	22%	35%	24%	7%	2.92
	E5 - E9	152	7%	18%	32%	32%	11%	3.20
	O1 - O5	43	5%	12%	37%	30%	16%	3.19
Defense, Item 31	E1 - E4	274	13%	24%	37%	18%	8%	2.84
	E5 - E9	151	9%	17%	34%	33%	7%	3.65
	O1 - O5	43	5%	16%	30%	37%	12%	3.35
Delay, Item 39	E1 - E4	252	12%	25%	34%	23%	6%	2.86
	E5 - E9	143	12%	15%	35%	31%	7%	3.06
	O1 - O5	43	3%	9%	44%	35%	9%	3.40
Attack, Item 47	E1 - E4	259	12%	22%	37%	21%	8%	2.92
	E5 - E9	141	11%	17%	29%	32%	11%	3.15
	O1 - O5	43	5%	12%	35%	25%	23%	3.51
10. <u>Enjoyed the ORTT:</u>								
Road March, Item 26	E1 - E4	272	29%	18%	28%	18%	7%	2.60
	E5 - E9	161	17%	19%	35%	15%	14%	3.61
	O1 - O5	42	24%	21%	38%	7%	10%	2.57
Defense, Item 34	E1 - E4	275	22%	17%	33%	22%	6%	2.75
	E5 - E9	150	14%	13%	36%	29%	8%	3.03
	O1 - O5	42	5%	17%	29%	28%	21%	3.45
Delay, Item 42	E1 - E4	251	22%	20%	29%	20%	9%	2.74
	E5 - E9	145	13%	15%	32%	30%	10%	2.77
	O1 - O5	43	3%	14%	37%	30%	16%	3.44

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		N	1	2	3	4	5	
Attack, Item 50	E1 - E4	258	20%	18%	24%	24%	14%	2.95
	E5 - E9	143	13%	18%	21%	28%	20%	3.24
	O1 - O5	43	9%	9%	31%	14%	37%	3.60
11.	<u>Future individual training:</u>							
Item 6	E1 - E4	291	21%	13%	39%	19%	8%	2.79
	E5 - E9	157	10%	10%	35%	32%	13%	3.31
	O1 - O5	43	5%	2%	40%	37%	16%	3.58
12.	<u>Future unit training:</u>							
Item 10	E1 - E4	281	11%	18%	34%	30%	7%	3.05
	E5 - E9	157	3%	8%	33%	44%	12%	3.54
	O1 - O5	43	5%	5%	32%	35%	23%	3.67
13.	<u>Individual readiness:</u>							
Item 11	E1 - E4	282	11%	7%	23%	36%	23%	3.53
	E5 - E9	157	1%	6%	10%	49%	34%	4.10
	O1 - O5	43	7%	0%	16%	37%	40%	4.49
14.	<u>Unit readiness:</u>							
Item 15	E1 - E4	285	10%	17%	38%	26%	9%	3.10
	E5 - E9	156	3%	8%	43%	38%	8%	3.38
	O1 - O5	44	4%	2%	57%	30%	7%	3.09
15.	<u>Adequate chow during ORTT:</u>							
Item 18	E1 - E4	285	18%	23%	33%	20%	6%	2.73
	E5 - E9	157	10%	20%	28%	25%	17%	3.13
	O1 - O5	43	7%	9%	28%	33%	23%	3.56